

TRUSTEES' MEETING

REPORT ON GAS QUESTION— NEW TRAFFIC ORDINANCE PASSED

The Board of Trustees met in regular session at the City Hall at 8:12 p. m., October 4, 1917. All members present at roll call.

The minutes of the last regular meeting were read and approved.

On motion of Trustee Woodberry, it was ordered that bids for insurance in accordance with the advertisement of the City Clerk be opened, read and publicly declared. Bids were opened and read and referred to the Finance Committee for examination and report.

A communication was read from Mayor Woodman of Los Angeles, stating that a committee of prominent citizens of that city had met and organized for the purpose of doing honor to our "national defenders" upon the first occasion of their absence from their homes in the service of their country, and requesting that the Board of Trustees appoint a member to serve upon this committee to organize this locality along similar lines. The chairman of the board suggested the name of Mr. Mattison B. Jones, and upon motion of Trustee Grist Mr. Jones was appointed to represent the city of Glendale on the committee, and it was further ordered that Mayor Woodman be notified of this appointment, and further in this connection that it is the desire of this board that our representative on this committee should be careful to see that the city of Glendale receives full credit for anything it may do along these lines.

A communication was read from the Liberty loan general executive board of the Twelfth federal reserve district, addressed to the mayors of all of the cities in the district, requesting their co-operation in the campaign for the success of the "Second Liberty Loan of 1917." On motion of Trustee Muhleman the communication was received and ordered to be filed.

A communication was read and—
(Continued on Page 2)

YOU ARE INVITED

The city's new pumping plant located at the corner of San Fernando road and Grandview avenue, will be in operation and open for inspection Saturday afternoon, October 6, between 2 and 5 o'clock.

The Public Service Department of the city of Glendale earnestly requests the citizens of Glendale and surrounding localities to be present. This pumping plant is a very valuable acquisition to our water system and is of utmost importance to Glendale. It means an additional 3000 gallons of water available for use every minute. It will be well worth your time to see this new plant in operation.

MR. AND MRS. HENRY ENTERTAIN

Mr. and Mrs. F. J. W. Henry, 1324 Arden avenue, entertained delightfully an informal party on Thursday evening. The guests came in fancy dress, each representing some advertisement. The costumes were very clever and afforded much amusement. Games were played and Dr. Harrower, Mrs. Thomas and Mr. Henry sang. Mr. Dell gave a reading and Mr. Mitchell pleased the company with a Highland Fling. Buffet refreshments were served and the evening ended in an old-fashioned Virginia Reel.

MISS SPENCER A BRIDE

A quiet home wedding was celebrated at the home of Mr. and Mrs. Olin Spencer, 1537 West Broadway, on Thursday evening, October 4, at 8 o'clock. In the presence of a few friends, Rev. E. H. Willisford officiating, Miss Lucille Spencer became the wife of Mr. George W. Martin of Montrose, Colo.

Mr. Martin is a business man of Montrose, and has a home ready for occupancy. Miss Spencer has lived in Glendale for eight years, and for the past four years has occupied a position in the information bureau of the Pacific Electric railway at their Sixth and Main street station.

CUT IN HOURS

The Chaffee Grocery Company has been so much in the habit of cutting prices that they have also decided to make a cut in hours, so, beginning Saturday of this week, their grocery store at 408 South Brand boulevard will close at 7:30 o'clock Saturday evening of every week. Payne & Moode, on the opposite side of Brand boulevard, have also decided to make a cut in hours on Saturday and will close at 7:30 o'clock.

A DAY OF FIRES

CHIEF LANKFORD AND HIS FORCE CALLED OUT FOUR TIMES YESTERDAY

Glendale experienced the excitement of four fires in one day on Thursday. The city fire force, under Fire Chief Lankford figured actively at the various locations. At 215 East Tenth street, at the home of M. F. Merch, a fire in an outbuilding was extinguished with a damage of about \$50 to the property. Out in Verdugo canyon the force was more than busy. With two men on the original fire, still burning after a day and night of fire fighting by both the Glendale and Pasadena forces, fifteen more men were required from here as well as about twelve from La Crescenta to work on a new fire which started along the Verdugo road near the home of Dr. Cross. In spite of strenuous efforts, Dr. Cross suffered the loss of a number of young trees he had growing nicely on a hillside near his house before the firemen reached the spot.

At the Pathe studio a serious fire was averted by the fire force made up of members of the company. The dry grass which became ignited in an unknown manner burned fiercely and rapidly and threatened the whole plant for a time. The Pathe company has an excellent fire equipment, consisting of chemical extinguishers, fire hose and a hand grenade. Reports from there have it that Glendale sent one man and a shovel. At any rate the fire was put out by some one with no more serious damage than that suffered by Mr. Osborne, treasurer of the company, who, in company with the fire hose, in action, fell into a hole. Mr. Osborne and the hose were unable to extricate themselves for the time being, and no member from the ranks of the company was immediately forthcoming to go to the rescue in the face of the "fire" trained on them from the trench. The situation and Mr. Osborne were ultimately saved, however, and he has no cold today—but is wearing a new suit.

MRS. HOTALING'S BIRTHDAY

A very successful surprise party—which was really a surprise—was given Thursday afternoon, October 4, to celebrate the birthday of Mrs. Lucinda Hotaling, who was eighty-nine years old. Mrs. Hotaling, who is a native of New York state, is making her home with her daughter, Mrs. William La Fountain, 131 West Acaia street, Tropic. Her former home was in Pittsburgh. The neighbors and friends who surprised Mrs. Hotaling brought with them delicious refreshments, including a birthday cake, which was cut with great ceremony by the guest of honor. The guests were: Mrs. Mary Alexander, Union City, Tenn.; Mrs. R. L. Milligan, Mrs. Hearn Robinson, Mrs. S. Miller, Mrs. Ed Alexander and Mrs. Joseph Griffin and Miss Doris Afexander, also Messrs. Lewis Robinson, William La Fountain, G. E. and Lester Alexander and Jim and Jack Griffin. Mrs. Hotaling is enjoying splendid health. She is the mother of five children, three still living.

COMMUNITY CONCERT

The weekly community concert will be held in the auditorium of the high school Saturday evening, October 6.

Among the entertainers will be Spencer Robinson, of Tupper, Robinson & Co., real estate, as soloist and leader of the community singing. "Harry Lauder" Henry, of Henry-Brown Company, Made-in-Glendale Sierra Carbonated Beverages; Mrs. Dr. H. Russell Boyer, pianist, will play a patriotic medley of her own arrangement.

Mrs. Charles H. Toll will give a talk on community singing.

The community concert bids fair to surpass any of the series yet given in Glendale.

SMITHS MOTOR TO NEW YORK

Mr. Gordon L. Smith, a retired Glendale merchant and also a member of the Glendale Chamber of Commerce, with his family left today for an Overland Buick auto trip to Schenectady, N. Y., to visit his brother, Dennis K. Smith. The joyous party consists of Mr. and Mrs. Smith, their daughter, Miss Elizabeth, and their sons, Doris and James. They are accompanied by the family mascot, Toby, a beautifully ugly brindled bull terrier, with ancestry like a De Vere and a disposition like an angel's. They will follow along the general direction of the Santa Fe to its eastern terminal, thence to St. Louis, etc. The auto carries Glendale Chamber of Commerce pennants.

NEW NATIONAL PARTY PLANS

LAUNCH CAMPAIGN TO HOLD BALANCE OF POWER IN 1918 CONGRESS AT CHICAGO CONVENTION

(Special Service to Glendale Evening News)

CHICAGO, October 5.—The new National party intends to "hold the balance of power in Congress in 1918." This was the declaration of the vice chairman of the convention. "We do not intend at present plans to place a candidate for president in the field, but we do plan to launch a nation-wide campaign for a strong representation in the 1918 Congress. We are confident of holding the balance of power," the vice chairman said.

GERMAN RAIDER IN SOUTH PACIFIC

NINE VESSELS LONG OVERDUE AT PACIFIC COAST PORTS BELIEVED TO BE VICTIMS OF SEA ROVER

(Special Service to Glendale Evening News)

SAN FRANCISCO, October 5.—Nine vessels plying the Pacific which are long overdue are believed to have fallen victims to the German raider reported operating in the Southern Pacific.

ENGLAND ADOPTS EYE FOR EYE POLICY

DEPARTMENT OF RETALIATION IS ESTABLISHED TO SWEEP BABY KILLERS FROM THE SKY

(Special Service to Glendale Evening News)

LONDON, October 5.—The "department of retaliation" has been established by the British war cabinet to conduct an aerial offensive of tremendous proportions in reprisal for German air raids over London. The aerial barrage is to be employed to sweep the "Teutonic baby killers" from the sky. An eye for an eye policy has been decided upon.

WILL INVESTIGATE LaFOLLETTE

SUB-COMMITTEE OF FIVE WILL MAKE REPORT TO SENATE ON FIRST DAY OF DECEMBER SESSION

(Special Service to Glendale Evening News)

WASHINGTON, October 5.—Charges of seditious utterances lodged against LaFollette are to be investigated by the Senate. A sub-committee of five is to be named to investigate the correctness of LaFollette's St. Paul speech, then to probe the correctness of his statements. The committee will report the first day of the December session. Despite the request made by Senator Stone of Missouri for an inquiry into his own record, the committee will not comply.

BRITISH HOLD PASCHENDAELE RIDGE

GERMAN TROOPS GIVE UP COUNTER ATTACKS AGAINST BRITISH NEWLY WON POSITIONS

(Special Service to Glendale Evening News)

LONDON, October 5.—The Germans gave up their hopeless counter attacks against newly won British positions in the Paschendaele Ridge sector today, Field Marshal Haig reported. The British were left in undisputed control of the territory in what appears today to be one of the most important victories of the war. Latest reports at headquarters indicate the complete disorganization of the enemy.

U. S. PREPARING TO TREAT INSANE SOLDIERS

CONGRESS HAS VOTED FUNDS TO CARE FOR INVALIDED TROOPS WHO WILL NEED MENTAL TREATMENT

(Special Service to Glendale Evening News)

WASHINGTON, October 5.—Of all the American soldiers who will be invalided back from European service, twenty per cent. will require treatment in insane asylums. Shell-shock and similar maladies will affect at least this many, in the opinion of Dr. William A. White, superintendent of St. Elizabeth's Hospital, Washington. Congress has voted him funds to expand the hospital on these estimates: That ten per cent. of the 2,000,000 soldiers who will see service abroad the first year will be invalided home; that one-fifth of them will be temporarily or permanently insane. Because his institution may not be able to care for all the patients, Dr. White has been given authority to send the men to hospitals throughout the country, the government paying for the service. "I will not estimate the number of men I expect to treat," said Dr. White. "The very best we may hope for is several thousand. The science of restoring their minds will progress rapidly." Mental examiners will visit cantonment camps to see that drafted men who seem likely to succumb easily to intense nervous excitement are exempted from foreign service.

ELKS' CONVENTION

SIX DELEGATES FROM GLENDALE LODGE TO ATTEND STATE MEETING

The state convention of the Benevolent and Protective Order of Elks meets today for a three days' session at Monterey. The delegates from Glendale Lodge to this meeting are Exalted Ruler Albert D. Pearce, Chas. J. Letts, Jas. W. Brown, S. L. Gillan, E. H. Kern and Walter M. Ross.

The meeting promises to be the most interesting held in the history of California Elk conventions.

Among those attending will be Grand Exalted Ruler Harper, District Deputy Grand Exalted Ruler for Cal. South Montgomery Moulton and Grand Secretary Fred C. Robinson. In this connection it may be interesting to state that Grand Exalted Ruler Harper, whose home is in Lynchburg, Va., visited Glendale Lodge on Wednesday and inspected Glendale's new home now in course of construction, the many details of which he approved. Photos were taken at the new home of a group containing the Grand Officers and a number of Glendale's officers and members.

Mr. Harper is a gentleman who impressed all who met him as one who gave credit to his Order, his State and his Country.

Glendale Lodge of Elks will have through the courtesy of the Home Telephone Company a direct wire and receive the returns from the World Series Baseball games, commencing Saturday at 12 noon and continuing until 2 p. m. each day.

Glendale Lodge invites all men who wish, to be present, whether Elks or not—no charge being made. The lineup and batteries for each game and returns by innings given.

JOHN CLARK STRUCK BY CAR

John Clark, who has lived at the Glendale Sanitarium for several years and has been well known to all citizens of Glendale on account of his frequenting the streets in an invalid's chair which he propelled by means of his hands and feet, met with a serious accident Thursday while crossing the Pacific Electric tracks on Brand boulevard near Third street. Mr. Clark was riding on his chair at this place when a south bound Pacific Electric car collided with the aged gentleman and seriously injured him. The car was No. 464 and was driven by Motorman Harding with Mr. Alexander as conductor.

So far as can be learned there was no eye witness to the accident except the trainmen. The car ran about fifty feet after striking Mr. Clark, and came to a stop in front of the office of the Valley Supply Company's place of business. V. M. Hollister, of the Valley Supply Company, heard the bell ringing and the crash of the collision. The train crew made no report of the accident to any one in Glendale. The aged gentleman is reported to be in a serious condition, although his recovery is expected. He received injuries about the head, his right thigh was broken and he suffered severely from the shock. Dr. R. E. Chase and Howard Walker conveyed him to the sanitarium.

MARLENEE-ARMSTRONG

A quiet home wedding took place at an early hour on the morning of October 4, when Miss Phoebe May Armstrong of Tropic became the bride of Dr. Charles Lee Marlenee of Los Vegas, Nev., the ceremony being performed by Pastor Vernon H. Cowser.

The bride and groom departed almost at once by auto for San Francisco, from which they will sail early next week for Honolulu. They are shipping the machine with them and will spend their honeymoon in an extensive tour of the numerous islands of the archipelago. They will be followed by the best wishes of a host of friends, who will be interested to know that upon their return, some months hence, they contemplate locating in or near Los Angeles, where the doctor has several business and professional interests.

MISS DUNCAN IN NEW YORK

Mrs. Louis G. Sherman, 1416 West First street, is in receipt of a most interesting letter from Miss Zetie Duncan, talented young Glendale singer, who went to New York City to study early in June. Miss Duncan is now at the embarkation camp at Tenafly, N. J. She mentioned singing at a concert to be given at the camp by the Y. M. C. A., and her beautiful singing will without doubt give great pleasure to the soldier boys there.

WEATHER FORECAST—Fair tonight and Saturday. Westerly winds.

CITY ADMINISTRATION

ADDRESS BY CITY MANAGER T. W. WATSON AT SANTA ROSA MEETING

The following address on Fundamentals of City Government and Possibilities of Municipal Administration as Contained in the Charter for California Cities of the Sixth Class, was given by T. W. Watson, City Manager of Glendale, at League of California Municipalities, in session at Santa Rosa last week.

The plan for city government as set forth in the general law providing for the organization of cities of the sixth class is ideal in that it contains about all the fundamentals of good city government and is simple and devoid of the limiting detail often placed in special charters. I do not want to be understood, however, as discouraging the adopting of special charters. On the other hand, I would encourage every city which is eligible, to frame for itself a special charter. The object of this discussion is to bring out some of the fundamentals of good government and some of the essentials of the best municipal administration, using the sixth class city as a background or outline, by way of illustration. I believe it will be profitable for those of us who are working under sixth class city charters to take a retrospective view of the instrument we are working with in order that we may more fully comprehend its breadth and its great adaptability to the use for which it is intended.

All good government is founded upon Democratic principles. The charter for cities of the sixth class as contained in the municipal corporation act and subsequent amendments thereto, provides for the largest participation in legislative functions by the qualified electors. The members of the Board of Trustees who are the official representatives of the voters are elected by the voters and subject to the recall. All legislation proposed to be enacted by the Board of Trustees is subject to the referendum. If in the opinion of the voters the Board of Trustees fail to enact such legislation as public welfare requires, the voters may exercise their power of initiative and enact such legislation by general election. In other words, the legislative function provided for cities of the sixth class, is entirely under the control of the voters of the city at large, and such control is as complete as may be provided by special charter. The election of the Board of Trustees as provided in the sixth class city charter, is accepted by the majority of city charter builders as the best method of electing the legislative body.

NOTE—We should seek to perfect our general laws pertaining to street construction, motor vehicle traffic, health and sanitation, and all other laws of a general nature, rather than to attempt to work out these problems.

MRS. KELLER TO GIVE RECEPTION

Mrs. Pearl S. Keller is to give a reception on Saturday afternoon at Butler's Hall, in Glendale, to which all who are interested in the work of Mrs. Keller's School of Dramatic Art and Dancing are invited. Refreshments will be served and there will be music and dancing. This occasion furnishes a very pleasant opportunity for the mothers and relatives of children expecting to enroll in Mrs. Keller's classes to meet her and talk over the plans for the coming season. Classes begin in Glendale next week.

MRS. THAYER SPEAKS TO D. A. R.

The first regular meeting of the season of the Gen. Richard Gridley chapter, D. A. R., was held on Thursday afternoon at the home of the regent, Mrs. J. H. Braly, 205 North Brand boulevard. There was a full attendance and the guests enjoyed the hospitality of the chapter. Mrs. Imler of Tropic and Mrs. Prudhon of Los Angeles. Mrs. Maynard Force Trayer, ex-regent, gave a most entertaining and instructive talk on the conditions brought about by the war and women's part and sacrifices therein. Mrs. Thayer has been appointed state chairman of the war relief service of the D. A. R. An interesting program followed and the members voted to continue the philanthropic work carried on last year for the maternity home. The same philanthropic committee was re-elected. Mrs. Rochester being the chairman. Refreshments were served. The house was decorated with pink cochet roses from Mrs. Braly's own rose garden. A very pleasant afternoon was spent, as is always the case at the meetings of this most harmonious chapter.

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GLENDALE, CALIFORNIA, FRIDAY, OCTOBER 5, 1917.

THRIFT

Is ability to do—to earn; and earning to save. The man who applies himself to a definite end, and is honest in his application—saves money as a natural sequence.

Whoever Brings Finds the Door Open for Him

If you should ask your banker to lend you money, his first question will be: "Have you any of your own?"
If you can't take care of your money, what assurance has he that you will judiciously use the money he lends you?
We invite your deposits and have money to loan.

BANK OF GLENDALE
BROADWAY AND GLENDALE AVE.
BOULEVARD BRANCH
340 BRAND BOULEVARD

TRUSTEES' MEETING

(Continued from page 1)
dressed to the City Clerk by Charles A. Rudell in reference to the claim of Mrs. Snively for exemption from taxes. The Clerk stated that the city had received no notice of change in ownership of the property in question until November, 1916. On motion of Trustee Muhleman it was ordered that the exemption be allowed and the proper official be instructed to cancel the tax sale certificates covering the property.

Reports were presented from the following city officials and, on motion, ordered to be filed:
Building Inspector,
City Clerk,
City Recorder and
City Treasurer.

The city officials who had visited Santa Rosa in the capacity of delegates from the city of Glendale to the convention of the League of California Municipalities were called upon at this time for their reports.

Dr. R. E. Chase, Health officer, reported a number of interesting facts in connection with the health laws and practices which had been brought to his attention during the convention.

Manager H. B. Lynch, of the public service department, made a report on matters of interest which had come under his observation in Santa Rosa and other cities in the northern part of the state.

Engineer E. M. Lynch made a report of his observations from the standpoint of an engineer, comparing conditions in Glendale very favorably with those observed in other cities he had visited. He spoke in particular of the fact that the street improvement work is being done here at a lower figure than in any city with which he is familiar.

City Manager Watson made a report calling attention briefly to a

Studebaker Used Car Bargains

The following cars are Standard Rebuilt Studebaker Cars.

4-cylinder Studebaker Touring Car, new top, 5 excellent tires, repainted, fully equipped and in good mechanical condition. Price, \$725.00

1 4-cylinder Studebaker touring car, new top, repainted, good tires in excellent shape. A great bargain. Price, \$700.00

1 6-cylinder, 7-passenger Studebaker with new tires, accessories, etc. Price, \$900.00

1 50 H. P. 6-cyl. Mitchell, 5 Pass. Touring Car, self starter. In fine mechanical condition. Price, \$300.00

All the above cars are Standard Rebuilt, have self-starters, electric light, and are in excellent mechanical condition. Demonstration given. Convenient terms if desired. Call and look them over.

Packer & Roman

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Biggest, Largest, Most Up-to-date Line in Glendale
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One short block from the High School Buildings

number of matters of interest discussed at the convention, and promised a more detailed report at some future time.

On motion of Trustee Muhleman a committee was appointed, consisting of the Health Officer, City Engineer and the City Manager, to investigate and report as to the proper method to be adopted for the disposal of sewage in the congested district of the city of Glendale.

The City Manager reported in regard to the communication referred to him at the last meeting, from the Los Angeles Labor Bureau, to the effect that he had taken the matter up and had received the necessary forms for applications, etc., and suggested that public announcement be made that the city of Glendale has taken this action and will take measures to make this department as useful as possible to those seeking labor or employment.

The Manager of the Public Service Department reported the progress in the investigation of the gas question, stating that his committee had been given access to all the papers and statistics of the gas company in the City of Los Angeles, and he has in his possession all figures showing the cost of construction, maintenance, etc., of the gas company's operations in this city. He is of the opinion that municipal gas can be furnished at a cost less than that paid under present rates. He estimated that the cost of the distributing system for the city as it exists at present would be about \$125,000.00; that the yearly income of the gas company of Glendale approximates \$55,000.00, and is nearly \$100,000.00 annually for Glendale, the territory on the northwest and the City of Tropic. On motion of Trustee Grist, the Manager of the Public Service Department was authorized to continue the services of Mr. Barker, the gas expert, for an additional period of not more than six days.

The subject of the pay for linemen was again brought to the attention of the Board by the Manager of the Public Service Department; and a motion was made by Trustee Muhleman, seconded by Trustee Woodberry, that beginning September 1st the pay of linemen in the Department's employ be \$4.25 per day, by the following vote:

Ayes: Jackson, Muhleman, Woodberry, Thompson.
Noes: Grist.

On motion of Trustee Woodberry, the City Engineer was instructed to prepare and submit to the Board, plans and specifications for a sewer system in Verdugo canyon.

On motion, Ordinance No. 315, "An Ordinance prescribing certain rules for regulating traffic upon the public streets in the City of Glendale and repealing Ordinance No. 313 of said City, and all ordinances and parts of ordinances in conflict herewith," was taken up for third and final reading, and upon being read, was on motion of Trustee Grist, adopted.

On motion of Trustee Jackson, the City Manager was instructed to purchase a safe for the use of the City Treasurer at a cost of \$65.00.

The Finance Committee, to whom had been referred the insurance bids, reported that the bid of Spencer Robinson, being the lowest of all those received, recommended that the business be awarded to him. On motion of Trustee Muhleman, the recommendation of the Finance Committee was concurred in and was ordered that the policies of insurance as set forth in the City Clerk's advertisements, be renewed by the company represented by Mr. Robinson.

List your property for sale or for rent With

Sam P. Stoddard

REAL ESTATE
Rentals, Loans and Insurance
1007 West Broadway. Glen. 105

CLASSIFIED ADS

FOR SALE

TO THE Glendale boy or girl who will sell my home place for cash I will pay a bonus of \$75 over and above the regular 5 per cent commission. Phone Glendale 1084-J for particulars. 297f

FOR SALE—Six-room bungalow, one block from Brand boulevard, two blocks from Broadway; must be sold at once; easily worth \$2750; will take \$650 for my equity; balance of \$1675 at \$25 per month, including interest. Box 34, Glendale News 265*

FOR SALE—1916 Dodge automobile; perfect condition. Good buy for somebody to get quick. George E. Clayton, 443 South Brand blvd. Glendale 1465. 27tf

FOR SALE—A fine large family plot in beautiful Forest Lawn Cemetery. Will sell cheap, as owner has no use for same. Address Box 90, Evening News. 2416

FOR SALE—Fine east front lot, on Central ave., near First. Take Ford as part payment. Glendale 1243-W. 26tf

FOR SALE—Cowan sells only good alfalfa ranches in Tulare, Fresno and Kern counties. Some choice bargains in improved 40 and 80-acre places. Can use some clear Glendale property as part payments on some of these. E. D. Cowan, 146 S. Central ave., Glendale 1174M. 24tf

FOR SALE—New as well as used furniture at city prices. Goods bought. Agent for Acorn gas ranges, Simmons beds, linoleum. Curtain stretchers for sale or rent. Glenn B. Porter, 1220 West Broadway. Phone Glendale 1255-M. 16t25

THE SINGER SEWING MACHINE AGENCY has been transferred to the Glendale Music Company, Broadway and Brand. Better service and supplies. Larger stock. Special terms for October. 18tf

FOR RENT

FOR RENT—Four-room apartment, furnished; latest improvements; \$18. Also two rooms in private home. 1016 Chestnut st. Sunset phone 1112-J. 29tf

FOR RENT—Four-room California house at 1512 West Broadway, \$5 per month. W. G. Black, Park ave., Tropic. Phone Glendale 1293-W or 754-J. 29t2

FOR RENT—Five-room furnished bungalow, garage and chicken yard. Half block from car line; 10-cent fare to Los Angeles. Inquire 1211 Maple St. Sunset phone 330-M. 28t3*

FOR RENT—Garage. Can be used for automobile and repair shop; \$20 per month. 309 S. Maryland ave. Telephone Glendale 515-J. 28t2

FOR RENT—Large room in private family, with breakfast if desired. One block from Brand Blvd. Phone 678-W. 28t3

FOR RENT—My modern, pretty, 5-room bungalow home, furnished with the best piano, dishes, linen, silver; 25 minutes to Los Angeles, 2 doors from Pacific Electric, close to library and schools. Very reasonable rent. 1109 Lomita avenue. Owner in house after Friday afternoon. 28tf

FOR RENT—Seven-room house; close in; reasonable rent. Inquire at 426 S. Louise st. 27t4*

FOR RENT—Cheap, or sale on rental terms; no payment down; five-room California house, near school, car, Casa Verdugo. Mrs. Cadd, 1129 N. Central ave. Home 368, Sunset 587 W. 25t6*

FOR RENT—A chicken ranch; 5 room house, \$15 per month. Inquire 536 Acacia avenue, Tropic. Phone Glendale 475-J. 19tf

FOR RENT—Unfurnished double flat, garage, 432-434 Franklin court. \$16. Water paid. Phone F 5984 or Main 4801 Los Angeles. 17tf

FOR RENT—In California apartments, conveniently located, 415 1/2 Brand Boulevard, 4-room apartments completely furnished. Also 2-room suite with or without house-keeping privileges. 301tf

WANTED

WANTED—At the Glendale Evening News office, a copy of the Evening News of Saturday, July 21, 1917. Will pay 10 cents for it.

WANTED—To purchase modern bungalow of about 5 or 6 rooms, close in; must be bargain. Address H., Evening News office. 28tf

WANTED—Sewing for children. House dresses a specialty. 1628 Vine St. Call Mrs. R. E. Wilson after 5 o'clock. 16tf

BOOKS OPENED, written up, statements prepared in spare time by experienced accountant. Reasonable. Glendale 1196-W. 310tfWe,Th,Fr.

PROFESSIONAL CARDS

DR. RALPH W. LUSBY
Osteopath, Physician and Surgeon
Office 323 1/2 Brand Boulevard.
Res. 104 N. Jackson St., Glendale, Cal.
Res. Phone 539-J. Office Hours: 10 to 12, 2 to 5. Phone Glen. 1460-J.

HENRY R. HARROWER, M. D.

PHYSICIAN
Office and Laboratory, 488 West Broadway, Glendale, Cal.
Telephones: Office and Residence, Glendale 43. Office only, Home Red 113
Hours: 9-11 and by appointment

Dr. Frank N. Arnold

DENTIST
Flower Block, over Glendale Savings Bank, Brand and Broadway
Hours—9-12; 1:30-5
PHONE 458

Dr. T. C. Young

Osteopath, Physician and Surgeon
Office, Filiger Bldg., 570 W. Broadway, calls answered promptly night or day.
Office Hours—8 to 10 a. m., 1 to 5 p. m.
Office Phone—Sunset 348. Residence Phones—Sunset 348, Home 511

Residence Phone Glendale 608-W
Office Phone Glendale 936

C. D. KINSLEY, M. D.

Residence 318 S. Louise
Hours 2 to 4 p. m.
Evenings by Appointment GLENDALE, CAL.

H. C. Smith, M. D.

PHYSICIAN AND SURGEON
Residence, 1641 Stocker St., Glendale.
Home: Call L. A. 60866, ask for Glendale 1019; Sunset, Glendale 1019.
Office 1114 1/2 W. Broadway, Glendale
Hours: 10-12 a. m., 2-5 p. m.

DR. J. P. LUCCOCK

DENTIST
Hours: 9 to 12 and 1 to 5
Phone Glendale 455; Home Red 113
Bank of Glendale Bldg., Cor. Broadway and Glendale, Glendale, Cal.

A. A. MacIntyre, D.D.S., L.D.S.
Graduate of University of Pennsylvania. Post-graduate Hignman School of Prosthetics, Atlanta, Georgia. Haskell School of Prosthetic Dentistry, Chicago. Licentiate of Dental Surgery, Toronto, Canada.
Dentistry in all its branches, specializing in Electro-Therapeutic treatment of Pyorrhea by Ultra-Violet Ray etc. Prices reasonable
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Pleasure trips specially solicited. Make up a party of four and see the beautiful country about us. Sunset phone Glendale 1549-W.
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Local and Long Distance Trips any Time, Day or Night
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Tropico Auto Express Co.

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For prompt, efficient service and right prices
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There are some talented singers who are always hoarse when asked to sing, but mighty few people make an excuse of hoarseness when asked to sing their own praises.

SHAVAR'S FOR SATURDAY

Palm Olive Soap, 3 bars 25c
Only 1 lot to customer

CRISCO

Small, 37c Medium, 78c Large, \$1.45

8 pounds Northern Potatoes 25c

7 pounds Fancy Bellflower Apples 25c

7 lbs. Best Sweet Potatoes 25c

13 POUNDS SUGAR \$1.00

VEGETABLES

Green Lima Beans, 2 lbs. 15c Cauliflower, each, 10c and 15c

Green String Beans, 2 lbs. 15c Summer Squash, 3 lbs. 10c

Green Peas, lb. 10c Carrots & Turnips, 3 b'ches 10c

Our Bread per loaf 10c

Telephone your orders and don't forget we deliver 4 times daily in Glendale, Casa Verdugo and Tropic, and 3 times a week in La Crescenta, La Canada and Montrose

SHAVAR GROCERY COMPANY,

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We do crating, packing, shipping and storing. Trunks and baggage hauled to and from local and Los Angeles railway stations. We make daily trips to Los Angeles. All kinds of moving work.

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is some months ahead, but if you will save your

COUPONS

with every purchase at

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it will make buying your presents easy.

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"The Cold Deck"

Burton Holmes Travel Series

2 Matinee Shows on all school days at 2:15 and 3:30

1 Matinee Show on all Saturdays, Sundays and holidays at 2:30

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If you have rental property, list it with me and receive direct results.

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W. P. BULLOCK, Prop.
NATURAL JERSEY MILK
Milked and Bottled on our own Farm.
Coffee Cream—Whipping Cream
Night Deliveries in Glendale
Home Phone 456—2 bells

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Cut flowers and flower pieces.
Frank Shiomasu, Colorado near Glendale Ave.

Residence, 544 Glendale Ave.
Formerly of First and Adams.
Phone 1338-W.

Men Attention!

Complete Line of Hansen Gloves

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TRY US—WE SELL
RUGS, FURNITURE
WINDOW SHADES, LINOLEUMS
GLENDAL E
HOUSEFURNISHING CO.
417 BRAND BLVD., GLENDAL E, CAL.

DRY CLEANING AND PRESSING

MEN'S SUITS, \$1.00. We clean everything from laces to rugs and do it so well we ought to be doing yours.
LADIES' SUITS, \$1.00 UP. Phone, Glendale 207; Home Blue 220, 435 1/2
SHORT GLOVES, 10c. South Brand.

GLENDAL E DYE WORKS, L. DeLONCO, Prop'r.

Personals

Mr. and Mrs. G. E. Alexander, 115 E. Park avenue, have named their new son, an eight-pound baby boy born on Admission Day, September 9th, Lester Lee Alexander.

Exalted Ruler Albert D. Pearce, of the Glendale lodge of Elks, left on Thursday evening to attend the State Convention of B. P. O. E., which convenes today at Monterey.

Mrs. E. H. Willisford and daughter, Joy, are spending a few days at the beach at Ocean Park. Little Joy is fast regaining her health. She will probably be able to enter school in a few weeks.

Mr. Robert Taylor, Mrs. F. Marple and Mrs. J. Meagher are attending the annual meeting of the Laymen's Association at Long Beach as delegates from the Tropico Methodist church.

Mr. and Mrs. W. D. Harkness, 868 1/2 South Brand boulevard, have named their new baby daughter, born September 21st, Wanda Rene. Mr. Harkness is the manual training teacher at the Third street school.

The first meeting of the Rector's Guild of St. Mark's church for the fall season will be held next Monday, October 8, at the home of Mrs. H. W. Peterson, 1225 Mountain View street, Casa Verdugo, at 2:30 p. m. All new members and all the former members are urged to be present.

Mrs. Franklin Flick, of Covina, daughter of Mrs. F. E. Alexander of the Glengary Studio, is very ill. Mr. and Mrs. Flick still have a nurse with their daughter, Alayne, who recently had an operation on her tonsils, so that Mrs. Flick's suffering is doubly hard.

J. F. Mellish is putting a stock of jewelry in the store at 324 South Brand boulevard. Mr. Mellish is a practical jeweler, knows the business from A to Z and declares he is engaging in business in Glendale for the purpose of working up a good patronage such as can be gained by doing business on the square.

The annual church supper, combined with the picnic of the Women's Mission Circle of the First Baptist church, will be held in the church parlors this evening. Tea will be served at 6:30 sharp and all members of the church and congregation are cordially invited. The supper is to be followed by the annual business meeting of the church.

Dr. and Mrs. A. H. Guernsey, 140 Cedar street, are entertaining company this week. Mrs. Frank M. Guernsey will be joined on Saturday by her husband, who is Dr. Guernsey's brother, and both will return to their home in Santa Barbara on Sunday. Dr. and Mrs. Guernsey's son, Frank, and his wife and baby are also visiting here from their present home in Tucson, and expect to remain about three weeks.

Mrs. Leroy Gilmore, with her infant daughter, Mary Jane, a seven and a half pound baby girl born on September 15, will leave for her home in Pacoima on Sunday. Mrs. Gilmore has been visiting her sister, Mrs. W. D. Carpenter, 315 East Palmer avenue, Tropico. Mrs. Carpenter has a new son, a six and a half pound baby, born on September twenty-fourth. He has been named Oliver Lewis.

The Carnation Thimble Club met this week at the home of Mrs. C. R. Lund and Mrs. Rand, on Howard street. The guests of the afternoon were: Mesdames McNara, M. L. Weaver, Hartley, L. Jones, Mrs. Dryor, Mrs. Zerr, H. C. Smith, J. C. Fanset and Hunter. After the two hours of needlework all were seated at the table in the dining room and enjoyed the delicious refreshments. Cocoa, sandwiches and marshmallow wafers were served.

ENTERTAIN FOR SON

Mr. and Mrs. W. M. Van Osdoll, 253 North Central, entertained with a dinner on Sunday evening in honor of their son, Bert, of Exeter, whose visit to them, just before leaving for American Lake, came as a surprise to them on Saturday. There were fourteen relatives and friends at the dinner on Sunday and the whole party went with the guest of honor to see him off on the late train Sunday night. Mr. Van Osdoll's company left from Porterville on Wednesday morning, where he went after closing up his affairs at Exeter. Among the out of town guests were: Mr. and Mrs. Bruen and their daughter, Miss Viola, and Mr. and Mrs. Conrad, all of El Monte.

INTERMEDIATE P. T. A.

The first regular meeting of the intermediate P. T. A. will be held in the school library at 3 p. m. on Monday, October 8. A splendid program has been provided as follows: Piano solo, Mrs. Eugene Murman vocal solo, Mrs. Capell; reading, Miss Powers; vocal solo, Dr. H. R. Harrower. All mothers and friends are urgently requested to be present.

YOURS FOR ONE DOLLAR DELIVERED

ONE POUND OF BEST BUTTER—CHALLENGE OR GOLDEN STATE

ONE POUND OF BOOTH'S 40c BETTER COFFEE

AND ONE POUND OF BOOTH'S BETTER BAKING POWDER

The Above Three Items, Value \$1.29, Yours for

ONE DOLLAR DELIVERED

F. BOOTH

1005 West Broadway

Sunset 1434 Home Main 21

FIRST AID CLASS

The first aid class which was formed last night under the Red Cross will meet regularly at Red Cross headquarters on Brand boulevard on Monday evenings. Dr. Chase will be the instructor. Any one wishing to join may come to the meeting on Monday evening. The roll will be kept open for a few days.

JOIN T. A. CLUB NOW

It is desirable that all women contemplating joining the Tuesday Afternoon Club should have their applications in not later than October 8, as after that date the entrance fee will be advanced from \$3 to \$5. For further particulars telephone Mrs. William Ramsay, Glendale 1392.

MINISTERS' ALLIANCE

The Ministers' Alliance, at its regular meeting, elected Rev. C. A. Cole, of the Christian church, as president, and Rev. B. D. Snudden, of the First M. E. church, secretary for the coming year. Active preparations are being made by the ministers for "follow up" meetings after the Sunday campaign and other conservation efforts for the fall and winter.

BILLY SUNDAY

A correction: By mistake it was stated yesterday that cars for the Tabernacle meeting Sunday would leave the Presbyterian church at 10 a. m. The hour is 9 a. m. sharp. The cars will also take on the people who may assemble at Brand and Broadway a few minutes after 9. As before stated, the general public is invited. See yesterday's Glendale Evening News item for complete detail.

PRESBYTERIAN YOUNG WOMEN

The Young Women's Missionary Society of the Presbyterian church will be entertained at the home of Mrs. Howard L. Brown, 1218 West Colorado boulevard, Monday afternoon, October 8th. A cordial invitation is extended to all young women of the church and congregation. The afternoon's program is in charge of Mrs. Howard Brown and Miss Helen Wallace.

THURSDAY AFTERNOON CLUB

The Thursday Afternoon Club of Tropico held its regular meeting on Thursday afternoon at the City Hall in Tropico. Mrs. Wesley Bullis presided. The speech of the afternoon was given by Mrs. Lou Chapin of Los Angeles, who spoke on the Red Cross and its work. A program followed the business meeting and tea and wafers were served. The hostesses were: Mrs. L. E. Richardson, Mrs. Edwin Virden and Mrs. A. J. Becker.

WILL CONDEMN DISLOYALTY

Citizens of Glendale, Tropico and vicinity are earnestly requested to meet at the G. A. R. Hall in Tropico Sunday, October 7, at 3 p. m. The meeting is held under the auspices of N. P. Banks Post and W. R. C. for the purpose of condemning disloyalty from whatever source it may come, and to express their approval of a vigorous prosecution of the war to the end that democracy and a lasting peace may prevail throughout the world. All citizens who can are urged to be present. Good speakers will be in attendance. By order of committee.

RESOLUTIONS OF RESPECT

Whereas, One of our associates, a stockholder of this bank, Mr. A. W. Randolph, who was held by us in the highest esteem and loving regard, has been called from his labors.
Resolved, That we place upon the minutes this testimony of the high esteem in which he was held by us. In his very busy life he was never too busy to stop for a few words of counsel, of courage and of cheer. His memory will not be effaced from our minds and hearts, but shall be cherished by us.

Officers and Directors: E. U. Emery, M. P. Harrison, C. D. Lusby, David Francy, W. W. Lee, W. S. Perrin, George T. Paine, Ed M. Lee.
GLENDAL E SAVINGS BANK.
Glendale, Cal., October 3, 1917.

W. W. McElroy reports a hearty reception given on Thursday afternoon to the pies. He was met at the landing at San Pedro by a special delegation of the boys with their boat and the great box of pies was conveyed to camp in state. Upon unloading, Mr. McElroy says the principal thing in sight was pies. The boys were more than pleased and sent a special vote of thanks to persons who donated the pies.

The P. T. A. of the Colorado boulevard school held its first session for this year Thursday, October 4, a large attendance being present. Things moved along pleasantly and with great interest, with our new president, Mrs. Frank Chambers, in the chair. At the opening our usual flag salute was given, followed by a short business session. We were then entertained by a pupil of Mrs. Eva Cunningham with a piano solo; also by little Nancy Casewell, age 3 years, of the dramatic school in Los Angeles, who gave a cunning little dance in costume and sang "The Sawdust Doll." Every one was delighted with this charming little entertainer. On account of our intended speaker, Mrs. Arthur Brown, not being able to be present on time, Rev. C. A. Cole gave a most instructive talk, "Putting Bumps on the Heads of California Babies." When it comes to the boys and girls Mr. Cole is always ready with an instructive and encouraging word, and these words to the parents were well worth hearing. Mrs. Brown appeared before the close of the meeting and was asked for a few remarks, which she is always glad to give when it comes along her line of work, P. T. A. The meeting was brought to a close and the always pleasant announcement, refreshments.

CERTIFICATE OF BUSINESS

The undersigned do hereby certify that they are conducting a business of selling automobiles, accessories, and automobile supplies at No. 545 South Brand Boulevard, Glendale, California, under the fictitious firm name of

Packer & Roman Auto Co. and that the said firm is composed of the following persons, whose names and addresses are as follows, to-wit:

Stephen C. Packer, No. 1462 Riverdale Drive, Glendale, California; and

John Roman, No. 1303 West 7th Street, Glendale, California.

Witness our hands this 14th day of September, 1917.

STEPHEN C. PACKER,
JOHN ROMAN,
State of California,)
County of Los Angeles,) ss.

On this 14th day of September, in the Year Nineteen Hundred Seventeen, before me, Joseph F. Lilly, a Notary Public in and for said County, residing therein, duly commissioned and sworn, personally appeared Stephen C. Packer and John Roman, known to me to be the persons whose names are subscribed to the foregoing Certificate of Business, and acknowledged to me that they

Free Insurance Service

Ten per cent. of all fire insurance policies are invalid because of blunders by the insured or by a careless agent. Call and let me explain wherein your danger lies. No charge for this service.

J. F. LILLY

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THERE IS A REASON

why people are satisfied with the

GLENDAL E FURNITURE STORE

Try them and see. Highest cash or exchange price paid for used furniture. See us first.

606-8 West Broadway

Sunset Phone 20-W

A Credit to Glendale

The Purest Cane Sugar

The Purest Fruit Flavors

The Purest Distilled Water

are used in the manufacture of

"SIERRA"

BRAND

Soda Beverages

"Order a case sent home today."

Manufactured and Guaranteed By

Henry-Brown Co.

702 Broadway, Glendale

PHONE 309

executed the same.

In Witness Whereof, I have hereunto set my hand and affixed my official seal the day and year in this Certificate first above written.

SEAL

JOSEPH F. LILLY,
Notary Public in and for the said County and State.
My commission expires Sept. 10, 1921.

CHAFFEE'S

Where Cash Beats Credit

Saturday, Oct. 6th, Is CANDY DAY

We have a full line of Fancy Chocolates at lb. . 30c
The quality will surprise you.

Ragged Robin Taffy Chews, lb. . 25c

Royal Cream Mixed Candy, lb. . 20c

Dr. Price's Jelly Dessert, 2 packages . 15c

APPLES APPLES APPLES

Fancy 4-tier Bellefleurs, \$1.20 box; 6 lbs. 25c

Fancy 4 1/2-tier Bellefleurs, \$1.10 box; 7 lbs. 25c

Kind David (orchard run) a splendid eating and cooking apple, 10 lbs. . 25c

Idaho Heavy Bran, 80's, sack . \$1.90

We close at 7:30 Saturday nights
Kindly Shop EARLY

H. G. CHAFFEE CO.

408 S. Brand, Glendale

DO YOU KNOW

That a well painted house
Rents or sells 40 per cent. better?

That a well painted house
Is 100 per cent. more sanitary?

That a well painted house
Is 100 per cent. more beautiful?

That a well painted house
Reduces insurance 8 per cent.?

Paint is a necessity,
not a luxury.

THINK THAT OVER

We have just added to our line a full stock of

BASS=HUETER

Paints, Varnishes, Enamels and Stains

Glendale Hardware Co.

621-623 WEST BROADWAY

Glendale, Cal.

OPEN SATURDAY NIGHTS

MUNICIPAL ADMINISTRATION

(Continued from page 1)

lems locally. The whole state should have the benefit of the best there is along these lines. I believe the greatest good to the largest number will result from an effort on the part of all of those engaged in municipal affairs (especially those of us who represent cities of the sixth class) in building up and perfecting from time to time a system of state law as complete in detail as is practicable.

The charter of the sixth class city contemplates a wise choice by the qualified voters of the city of five representative men to act for them in determining the general policy and in enacting legislation in accordance therewith. This body or Board of Trustees (subject to the control of the qualified voters as hereinbefore set forth) is the sole legislature or policy-determining body. There is absolutely no place for misunderstanding as to who has authority or as to who is responsible for legislation in the city of the sixth class; in other words, one legislative body—no cross-wires.

In addition to the Board of Trustees there are only two elective city officials provided for in the sixth class city charter, viz.: The clerk and treasurer, and these are not, strictly speaking, administrative offices. All of the administrative offices are appointive. The Board of Trustees have power to create such administrative offices as in their judgment are necessary and to make such appointments as in their judgment may seem advisable. Only such offices as are required to report direct to the Board of Trustees should be appointed directly by that body. All others should receive their appointment or employment by and be responsible to those from whom they receive orders, and to whom they make their reports. In other words, there is but one source of administrative authority—the Board of Trustees.

There should be a definite division between the legislative or policy determining function and the administrative functions. This brings us to the keystone of the whole structure, viz.: political influence must not extend through the legislative division into the administrative departments. Too much emphasis cannot be given to this principle. Neglect to recognize and adhere to this principle is responsible for a large part of whatever inefficiency may exist in city government. The responsibility for such a condition, if such condition exists in any city of the sixth class, rests with the Board of Trustees, who should first learn to keep their own political hands off of the administrative division and then require everybody else to do likewise. Such action on the part of the Board of Trustees is absolutely necessary if the way is to be cleared for administrative efficiency. Politics is the natural channel through which public opinion is expressed and crystallized or transformed into law. At this point, however, political influence should halt and the law should be administered without fear or favor, solely upon principles of justice, efficiency and economy, by administrative officials responsible only to their superiors in authority.

After the legislative body has determined the policy and embodied these policies in legislative acts, and appointed the heads of administrative departments, responsibility for the execution of these policies should rest with these appointive heads of departments. All responsibility should carry with it an equal degree of authority. If this principle is adhered to, there will be a clear line of division between the several departments. The number of departments may vary in accordance with the breadth or scope of service rendered;

in all cases the divisions should be fundamental and clearly defined. This same principle should apply to all subdivisions.

I can best illustrate what I term fundamental divisions by describing the divisions as we have them in Glendale. The administrative division is divided into three departments. We believe these divisions are based on fundamental principles applied to the respective sources of revenue and the distinctive character of service rendered. The relative importance of these departments may be measured by the breadth of service rendered and by the volume of money handled.

The administrative departments as we have them in Glendale are, first: Public Welfare. This department is distinct from the other departments in that its revenues are derived primarily from direct taxation and its service is to conserve the life and property of the city. The subdivisions of this department are

Tax Collecting and Assessing,
Street Maintenance,
Police Service,
Fire Protection,
Health and Sanitation,
Forestry,
Building Inspection, including inspection of Building, Plumbing and Electric Wiring,
Street Lighting,
Flood Control,
Charity and Welfare,
Advertising and Promotion, and indirectly the City Library.

These functions of city administration, at least in cities of the sixth class, may be successfully combined in one department and under one management with such subdivisions as will best meet local conditions.

The advantages are a close co-ordination of all of these activities with no overlapping of authority or duplication of effort. There is convenience to the public in the transaction of such a wide scope of city business at one office and, in most instances, with the same person. There is economy in one office for this entire department as compared with a separate office for each function, and our experience is that the service is all of practically the same nature, and that one person may become proficient in performing a very wide range of city service, both in the office and in the outside operations. The jealousy and friction that often exist between the various departments of city service, and the consequent lack of co-operation are ridiculous and expensive and has to be paid for by the tax payers. If these several functions are operated under one manager with authority in exact proportion to his responsibility, all this friction may be eliminated. An organization of this kind can only be successfully built up gradually. While three years of constant effort has brought us good results and the advantages of this plan are many and very apparent, yet we feel that we have only made a beginning. There is a great deal more to be done along this line if we are to obtain the fullest advantage of the above-described plan.

Second, "Public Works Department." This department is financed by special assessments and its functions are primarily constructive. The City Engineer is in charge of this department. Its functions are street opening and widening, street construction and all other construction work of like nature, the cost of which is met by special assessment. Recognizing that divided authority or responsibility does not make for efficiency in this line of work or any other, we have placed the entire responsibility for all constructive work undertaken by the city upon one person, the head of this department. The City Engineer is responsible for the preparing of all plans, specifications and legal proceedings incident to

street construction, for the execution of all contracts let in pursuance thereof, and we have obtained excellent results in street construction since this policy has been adopted.

Third, "Public Service Department." This department operates the water and light service and is entirely supported out of its own revenues which are derived from the sale of water and electricity. No part of our Public Service bonds, either the interest or principal, is paid out of taxation. This department's source of revenue is distinct from the source of revenue of all other city departments. This department's revenues are not derived in any part from general taxation or by special assessment. They are derived by receipts from the sale of commodities furnished, and its functions are primarily to serve or furnish these commodities at the lowest cost consistent with good service. This department's distinctive source of revenue and the character of service it renders is fundamentally different from the source of revenue and the character of service rendered by the Public Welfare Department or the Public Works Department and, in my opinion, this department of city service should always be kept distinct in organization and management from the other two departments. Each of the three departments should always stand upon its own financial basis and should not be called upon to contribute to the financial support of any of the other departments. Every division or departmental organization should have some fundamental reason for its existence.

One set or group of taxpayers or property-holders or consumers should not be served at the expense of any other group. It is entirely equitable for the owner of a residence property to pay a greater tax proportionately than an owner of an unimproved real estate property, provided the residential property or the property holder receives the greater service, which is usually the case. Police, fire and health service and protection are of more value to the improved property or property-holder than such service is to the unimproved real estate. Again, it is quite right that the owner of a certain piece of real estate should pay by special assessment for a street improvement in front of his property, because said improvement invariably adds to the value of such property. On the other hand, users of water, electricity and other commodities, which may be served by the municipality, are not identical with the holders of real estate and no part of the revenues of a public service department should be taken to pay for service other than the service which is rendered by said department.

The major element to be considered in municipal affairs is the personal or human element. It will help us as city officials to bear with a great many of what otherwise might be considered very unpleasant matters if we will keep in mind the fact that our particular business is to serve the people of our city and that their individual wants are of the utmost importance to them. It is sometimes advisable to set aside comparatively large matters to take care of what may seem to the official as of relatively small importance, if by so doing he may equitably adjust a difficulty affecting the interest and state of mind of an individual citizen.

After all is said and done, the city problem is fundamentally one of financing and of serving. No city administration will be successful or acceptable to the citizens which does not render real tangible, equitable and adequate service in return for the funds collected from the taxpayers. Means should be taken to acquaint the general public from time to time with the activities of the city in rendering service for the money invested in city government.

No city, small or large, can afford to neglect its finances. All cities should keep cost accounts in detail. An accurate estimate should be made of the expense of city service for one year in advance. At the beginning of each fiscal year this estimate should be set forth in detail and published at least two weeks before it is finally adopted as the annual budget by the City Council, and its provisions should be strictly adhered to.

Under the sixth class city charter the Board of Trustees has ample authority to adopt such a plan and require strict adherence thereto.

The fundamentals of city government and administration set forth herein are as follows:

Legislative Division

1. The major element to be considered in city administration is the human or personal.
2. Popular legislative control through the election of trustees, the initiative, the referendum and the recall.
3. Political influence must not extend through the legislative division to the administrative departments.
5. The City Council is the only source of administrative authority.
6. All responsibility carries an equal degree of authority.
7. All departmental subdivisions should be based on distinctive lines of service and sources of revenue.
8. The chief administrative problem is financing and making the service equal the cost thereof.
9. A well prepared budget is absolutely indispensable to successful city administration.

Payne & Moode

SUNSET 859

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We Deliver Orders of \$1.00 or More

PAY CASH--PAY LESS

We Close Saturday Evenings at 7:30

6 Bars Clean Easy Soap.....	25c
Extra Fancy Northern Burbank Potatoes, 15 lbs.	50c
Fancy Smooth Sweet Potatoes, 6 lbs.	25c

Drifted Snow Flour

24½ lb. Bags.....	\$1.55
49 lb. Bags.....	\$3.05

Globe A1 Flour

24½ lb. Bags.....	\$1.60
49 lb. Bags.....	\$3.10

New Crop Figs in Fig Cookies, special, lb. 20c

Fancy Watsonville Bellfleur Apples, Box, \$1.20; 7 lbs. 25c

Meadow Grove Fancy Creamery Butter, per lb. 50c

Oleomargarine

Purity, lb.	32c
Marigold, lb.	34c
Swift's Premium, lb.	35c
Good Luck, lb.	36c

PAYNE & MOODE

415 BRAND BLVD.

HOURS HOURS HOURS HOURS HOURS

HOURS

ARE GROWING SHORTER

Recognizing the demand for shorter hours

THE CHAFFEE STORES

Will Close at

7:30

SATURDAY EVENINGS

Chaffees

WHERE CASH BEATS CREDIT

408 S. Brand, Glendale